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Chief, Headquarters Training

25 September 1958

Comment on Survey of Training Material
Currently Needed in OTR

1. Problem:

How to correlate, augment, improve and firm up training material listed in subject survey that will meet training requirements of staff and agent personnel at Headquarters and Overseas.

2. Discussion:

The senior staffs (CI-FI-PP) have the responsibility of formulating policy, doctrine, concepts and techniques in their respective fields. To date, in most cases, they have issued broad guidance papers on policy, doctrine, and concepts. However, this is not sufficient for training purposes, because our mission is to instruct staff and agent personnel how to carry out the particular mission in conformance with established policy, doctrine and concepts. This means OTR must develop the techniques, namely, structure, organization and theory of operation in Guerrilla Warfare, Evasion and Escape, Operations, Air and Maritime Operations, Espionage, Counterespionage, etc., etc. This, I believe, has been done in most cases and the area division training requirements have been met most effectively. However, most of this training material is not in one package. Some is in manual form (in many cases outdated), some in the heads of chief instructors, some in lesson plans, and some in only instructor notes.

3. Conclusions:

In order to solve the problem of this staff study, it would appear to me that each chief instructor should first request coordination with the senior staff concerned on policy, doctrine, concepts and techniques; second, staff this material through the area divisions; third, edit and put in final form. This will firm up our instruction material. It is a big undertaking but well worth the effort. I followed this procedure with the "Guide to Staybehind Operations" and received splendid cooperation from the senior staffs and the area divisions. I expect to cover Evasion and Escape the same way.

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4. Recommendations:

It is recommended that a "project officer" be assigned to each subject listed in the survey who will correlate, augment and improve available material in coordination with the senior staff concerned and then staff some through the area divisions for concurrence and/or comment.

(signed)

Chief Instructor/SB-SE

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